

## Minutes

### AVA Board of Directors (BOD) Meeting November 10, 2021

1. Meeting called to order on Teams at 7:02pm CST by Chair Nancy Wittenberg.
2. All officers and Regional Directors (RD) were present. Representing the National Office (NO) were Henry Rosales, AVA CEO and President; Erin Grosso, Financial Director; and Hector Hernandez, Information Technology Specialist. Also participating were Deputy Regional Directors (DRD) from Atlantic, Mid-America, North Central, Northwest, Pacific, and Southwest Regions; Committee Chairs Ben McDonald (App Committee and Board Member-at-Large), Jerry Wilson (Convention), Mike Green (IT), Chris Mellen (Nominating), and Tim Miner (National Programs); 2023 Olympiad Co-Chair Holly Pelking; and guests Leslie Stone and Susan Fine. A quorum was declared, and Teresa Arnold was welcomed as the new South Central Regional Director.
3. Agenda was approved (Attachment 1).
4. Minutes for the July 24, 2021, BOD meeting were approved by the Board as written. Minutes from the September 8, 2021, Executive Committee meeting were approved with corrections by the Executive Committee. These minutes will appear on the AVA website.
5. Reports of Officers.
  - a. Chair Nancy Wittenberg's report appears at Attachment 2.
  - b. Vice Chair Susan Medlin's report is included with National Programs.
  - c. Board Secretary Cecilia Miner's report is at Attachment 3.
  - d. Finance Chair  
Finance Chair Ed McCabe worked closely with the National Office on items needing adjustment in the 2021 budget. The result was the modified budget at Attachment 4. The biggest changes deal with Convention and loss of revenue. Overall, with the stimulus grant, AVA is doing okay for 2021.

**Motion:** Vice Chair Susan Medlin moved to approve the modified budget. Coming from committee, motion required no second. **Passed** unanimously on voice vote.

6. Report of CEO/President Henry Rosales. Formal report appears as Attachment 5.

a. Results of Big Give. Attachment 6 contains a Big Give Comparison report for years 2015-2021. The goal of the Big Give this year was \$90,000. The report shows about \$94,000 donated, but as of this meeting, the amount raised was over \$96,000, with the average size of donation about \$167. Forthcoming will be a report on winner of the regional challenge (amount raised by region). All RDs will receive a report of donors from their regions. Henry asks that RDs please call donors to thank them and keep track of comments if the donors have more to share about AVA.

b. Insurance. Henry asked for approval to renew the insurance (Attachment 7 contains policy). The policy has increased by \$3000. Henry is trying to negotiate back to last year's cost. There are two parts: General Liability and Excess Accident Medical. The General Liability policy premium increased due to additions for sexual abuse/molestation and non-owned/hired car accidents. The General Liability policy covers the AVA and club officers in case of a lawsuit. The Excess Accident Medical policy covers AVA and club member participants up to \$10,000 in the case of an accident while walking but only after they have exhausted any/all existing medical coverages. New participants and/or walkers who are not members are covered for their first walk of the year. They are not covered for all subsequent walks unless they become a member of the AVA or a club.

Discussion: Chair Wittenberg noted the statement in the CEO report that the General Liability policy covers only participants and volunteers who are AVA and/or Club members and asked if the policy has always been limited as such. Henry responded that it has always been limited. Henry requested a broader quote for volunteer coverage, but the company said it would cover volunteers aged 65 and under only. This is a long-standing gap. We can add later if needed.

Chair Wittenberg asked why the liability insurance covers the participant rather than the club. Wayne Knapp (NE RD), who has expertise in insurance and reviewed the policy, replied that liability coverage insures claims made by third parties, e.g., if one of our members caused an accident or damaged a building, AVA and the Club are covered. The medical payments coverage provides coverage over what the claimant's insurance covers up to a limit of \$10,000. Wayne suggested not providing coverage for other than nonmembers, since they should be covered by their own health insurance.

Bob Buzolich (MA RD) requested clarification on the quoted increased aggregate limit options on the last page of the policy (Attachment 7). The current policy carries a general aggregate limit of \$2 million with a limit of \$1 million per occurrence. The last page lists options for aggregate limits of \$3, 4, and 5 million. Henry's recommendation is to renew at the same limit as the current policy. He noted that on occasion, a club

partnering with a municipality or organization will require a higher liability limit. In those cases, the club works with the insurance company directly and pays the difference.

Chair Wittenberg pointed to the accident report (Attachment 8), noting that most reported injuries used to result from falling down and skinning knees. As we get older, we are now falling down and breaking bones, so it's good to have insurance.

**Motion:** Wayne Knapp (NE RD) moved to approve renewal of the insurance policy at the current limits of liability with the addition of sexual abuse/molestation and non-owned/hired car accidents in the General Liability portion, at a total cost of \$22,370.40. Kathryn King (SE RD) seconded. **Passed** unanimously on a voice vote.

c. Henry recommended acceptance of the report on New, Reactivated, and Deactivated Clubs on page 1 of the CEO report (Attachment 5). Discussion added to the list of clubs forming or requesting deactivation, with the following result:

***New, Reactivated, Deactivated Clubs*** – Total Clubs to Date is 194

**New**

AVA-0989	Kyle Amvets Walkers	10/26/2021
AVA-0990	Ballinger Volkssport Club	paperwork pending

**Deactivated**

AVA-0067	Bloomington Flying Fish Volkssports	8/23/2021
AVA-0695	Yachats Coastal Gems Volkssport Club	4/19/2021
AVA-0556	Davis Dynamos	3/36/2021
AVA-0694	Derby City Walkers	12/29/2021
AVA-0551	All Weather Walkers	12/31/2021
	(requested to deactivate and merge with Vancouver USA Volkssport Club)	
AVA-0779	Third Plant Volkstours	12/31/2021
		(paperwork pending)

**Motion** Ed Hainline (NW DRD) moved to accept the report of new, reactivated, and deactivated clubs as amended. Carl Cordes (PA RD) seconded. **Passed** unanimously on a voice vote.

d. Virtual Online Program (VOP), page 2 of CEO Report (Attachment 5)  
Henry recommended discontinuing the VOP on the Walker Tracker platform due to the high cost of the platform and low participation numbers. The program did not attract many new members and yielded very little net for the level of staff and volunteer effort. The CEO Report contains a detailed breakdown of the VOP for the years of its existence.

**Motion** Bob Buzolich (MA RD) moved to eliminate the VOP run by Walker Tracker. Sharon Moats (NW RD) seconded. **Passed** unanimously on a voice vote.

e. Additional Items from CEO Report

(1) National Special Programs (Susan Medlin). Report is at Attachment 9. National Special Programs are programs administered by the NO with volunteer help. AVA keeps 100% of the profits. See pages 4-6 for of the CEO report for more details. Henry noted that for new programs, we need to look at costs and benefits, including staff costs. What benefit does AVA receive, say, in recognition? Henry recommends setting aside revenue to cover the first three years. Bob Buzolich (MA RD) added that revenue goes beyond sales of special program books, such as Centurion, because walkers are paying participation fees to fill up those books, providing AVA with additional money. For 2021, the 154 Centurion walkers will have paid a total of \$19,250 in participation fees to the AVA to fill their books.

(2) Henry plans to close the NO the last week of December to help cut costs and allow employees to use vacation time.

7. Reports of Standing Committees

a. Strategy Committee Status– Nancy Wittenberg

Tom Alyea and Committee Chair Dr. Kathleen Connell have both resigned. The remaining members of the Strategy Committee (Wayne Knapp, Kathryn King, Jeff Giddings) recommend temporarily disbanding the committee. Nancy agrees, but she asked all to look at the report of the committee (Attachment 10). Committee is disbanded.

b. Audit Committee – Ed McCabe, Chair

Audit Committee Report is at Attachment 11. Bob Buzolich, Susan Pinneke, and Ben McDonald are committee members. With respect to selection and approval of the auditing firm, the committee’s consensus was to stick with Armstrong, Vaughan, and Associates at a cost of \$10,000. Benefits of keeping the same firm include familiarity with the organization and lower cost due to familiarity. In addition, AVA as an organization is not high-dollar enough to jeopardize independence, and lead auditors change year to year.

**Motion** Ed McCabe moved to use Armstrong, Vaughan, and Associates for the audit of 2021 at a cost of \$10,000. Coming from committee, the motion did not require a second. **Passed** on a voice vote with one nay

c. Awards & Recognition Committee – Carl Cordes, Chair

The Awards & Recognitions Committee Charter is included in the report at Attachment 12. The charter is written as a standard charter for any time period. At some point, the Board needs to discuss a change in nomination time periods due to awards being presented in February 2023 rather than in June 2023 due to the Olympiad.

**Motion** Carl Cordes moved that the Board approve the Awards and Recognition Committee Charter. Coming from committee, the motion needed no second. **Passed** unanimously on voice vote.

## 8. Reports of Operational Committees

a. Olympiad Committee – Co-chairs Henry Rosales, Holly Pelking, and Susan Medlin. Holly Pelking presenting (Report at Attachment 13).

The 2023 Olympiad is the biggest program for AVA in the organization's history and is the first Olympiad in the Americas. In addition, the Olympiad will be back-to-back with the Texas Trail Roundup (TTR) International Marching League (IML) event, and Canada will partner with AVA as well.

The logo has been developed and is being publicized with "Save the Date" cards. The Olympiad URL will be added on future printing ([ivvolympiad2023.org](http://ivvolympiad2023.org)). Holly asked RDs to please promote the Olympiad. Jeff Giddings is developing the online registration form. One difference from the report is that the contract is NOT under review (bullet 6).

### Discussion:

Wayne Knapp (NE RD) asked what IVV pays for. Holly answered that IVV provides no financial support, so the committee is seeking grants and donors.

Nancy Wittenberg (Chair) asked about the Olympiad budget. Holly replied it is under development. Registration will be the largest revenue source prior to Olympiad, but we need to keep registration fees reasonable with knowledge that registration fees will include credit for all walks, no à la carte. Henry added that he hopes to have a draft budget in the next couple of weeks, but AVA still needs the formal agreement with IVV. We pay €6000 (about US\$6800 at current exchange rates) to use the IVV logo. We may need to borrow from the investment fund for seed money, but it is expected that money will be paid back. Henry will be applying to the city and state for funding, and there are hotel rebates. The Olympiad will be a great opportunity for AVA to showcase the organization and raise revenue.

Bob Buzolich (MA RD) asked if San Antonio Sports would handle interactions with local municipal authorities to secure permits. Holly responded that, yes, they are the point people. Bob followed up by asking if SA municipal authorities would levy a requirement to employ police officers, and would AVA have to budget for them? Holly said the

committee would need to look at that. The Board will make the decision on using SA Sports, but there is no other organization that provides expertise on securing funding.

Henry concluded the presentation with slides at Attachment 14. Nancy ended the report by saying once more detail was available, there would be a special Board meeting, potentially January 12, 2022.

b. National Programs – Tim Miner, Chair

Report is at Attachment 15 with two motions. Tim prefaced his report by saying that given disbandment of the VOP, the traveling trophy program should be continued but award criteria redefined using other programs and key markers as incentives. Chair Wittenberg requested a proposal for changes.

National Special Programs are club-created special programs, administered by the clubs, so the Programs Committee has points of contact from those programs on the committee. The special programs have moved toward partnering with organizations to get visibility in other communities. For example, as we come out of Covid isolation, the Walking with America's Veterans (WWAV) program is looking to help veterans' organizations form walking programs. The WWAV program has been extended to eight years to accommodate more award levels.

Special programs starting in 2022 include Town Halls/City Halls with the National Association of Cities and Rails-to-Trails with the Rails-to-Trails Conservancy. Clubs are considering ideas for 2023. Tim expects to present those ideas at the next meeting.

National Walking Week, each year on April 1-7, allows all clubs to participate. Tim suggested AVA consider best practices clubs can adopt for partnering within their own communities.

In addition to the Olympiad in conjunction with the TTR, Tim reminded the Board there is another IML in the USA that just celebrated its 20th anniversary: the U.S. FreedomWalk Festival in Arlington, Virginia. In 2023, the Arlington IML will host the international IML leadership, just as the TTR will host the IVV international leadership. Tim suggested creation of the North American Walking Cup that will include large-scale events in 2022 and 2023 (TTR, Arlington IML, and AVA and Canadian Volkssport Federation conventions).

**Motion** to create the North American Walking Cup appears on p. 4 of Attachment 15. Coming from committee, the motion requires no second.

Discussion.

Henry would like to see a budget that details any cost to AVA. Nancy responded that the Board would run the program. Tim added the work would be provided by a combination of clubs that is still to be finalized, but he is working with Susan Medlin.

Motion **passed** unanimously on a voice vote.

A second consideration is Henry's recommendation to revisit joining IVV Americas, and Nancy said the proposal should be explored by a committee. By way of history, Bob Buzolich (MA RD) said clubs at the recommendation of the then current Board initially voted against becoming a member because IVV Americas was being organized under Brazil's tax laws, and there was concern AVA's 501(c)(3) status could be compromised. Bob stressed the need to have a tax attorney involved.

**Motion** to create a committee to reconsider joining the IVV Americas appears on p. 5 of Attachment 15.

Motion **passed** unanimously on a voice vote.

c. Information & Technology – Mike Green, Chair

IT Committee Chair provided a detailed report in Attachment 16 and demonstrated updated features of my.ava.org, including the ability to search on multi-day and/or multi-event "fests," creation of an automated "brochure" for events that have not uploaded a brochure, and streamlined insurance requests.

d. Publicity and Marketing – Henry Rosales, Chair

Report is at Attachment 17. Key in the report is the need for marketing expertise in the National Office.

e. Walk Application – Ben McDonald, Chair

Report appears at Attachment 18.

f. Convention – Jerry Wilson, Chair

Report is at Attachment 19. Jerry reminded the current Board that the previous Board voted to hold the 2021 Convention, even if it could result in a loss. This convention was the first large gathering in Madison, Wisconsin, post Covid. The Convention Committee added some improvements based on suggestions from previous conventions, such as an evening walk and making some events short seasonals, and hosted a successful week.

AVA needs to request proposals for the 2025 convention, since 2023 will be at least partially at Olympiad.

9. Unfinished Business: Region Reports on COVID-19 Recovery Efforts skipped due to time.

10. New Business

a. The modified budget at Attachment 4 was discussed earlier in the meeting. The 2021 profit and loss for January-September, the balance sheet as of September 2021, and the Paycheck Protection Program notice of loan forgiveness appear at Attachment 20.

b. Budget for 2022 – Ed McCabe

The proposed 2022 budget and budget narrative are at Attachment 21. Board members asked Erin for clarification of various line items, and Erin summarized use of the Paycheck Protection Program.

**Motion** Carl Cordes (PA RD) moved to accept 2022 budget as presented. Ed McCabe, Finance Chair, seconded. **Passed** unanimously on a voice vote

11. Next Meeting – Special Meeting – potentially January 12, 2022 (Electronic)

Next Regular meeting -- February 9, 2022 (Electronic)

12. Board Member Comments – skipped in the interest of time.

13. Motion to adjourn from Teresa Arnold (SC RD), seconded by Susan Pinneke (NC RD). Passed. Meeting adjourned 10:15pm CST.

Respectfully submitted,

Cecilia Miner, Ph.D.  
AVA Secretary





## **Board of Directors Meeting Agenda**

Wednesday, November 10, 2021, 7pm – 9pm CT via Teams

1. Call to Order (Welcome and Electronic Board Meeting Procedures)
2. Roll Call of AVA Board - Secretary
3. Call for Introduction of Guests - Chair
4. Approval of Agenda
5. Approval of July 24 Board Meeting Minutes
6. Approval of September 8 Executive Committee Meeting Minutes – Exec Comm Only
7. Reports of Officers
  - a. Chair – Nancy Wittenberg
  - b. Vice Chair – Susan Medlin
  - c. Secretary – Cecilia Miner
  - d. Finance Chair – Ed McCabe
8. Report of CEO/Executive Director
  - a. Results of Big Give
  - b. Acceptance of New and Reactivated Clubs & Declaration of Deactivated Clubs
  - c. Operational Updates
  - d. Approval of 2022 General Liability Insurance Contract
9. Reports of Standing Committees
  - a. Strategy Committee Status– Nancy Wittenberg
  - b. Finance – Ed McCabe
    1. Audit Committee Report -- Selection and approval of Auditing Firm
  - c. Awards & Recognition – Carl Cordes
    1. Awards & Recognitions Committee Charter
10. Reports of Operational Committees
  - a. Olympiad Committee – Henry Rosales, Susan Medlin, and Holly Pelking
    1. 2023 Olympiad Campaign – Henry Rosales
  - b. National Programs – Tim Miner
  - c. Information & Technology – Mike Green
  - d. Publicity and Marketing – Henry Rosales
  - e. Walk Application – Ben McDonald
  - f. Convention – Jerry Wilson
11. Unfinished Business
  - a. Region Reports on COVID-19 Recovery Efforts – Regional Directors
12. New Business
  - a. September 2021 Unaudited Financials – Ed McCabe
  - a. Remaining year Budget Modifications – Ed McCabe
  - b. Budget for 2022 – Ed McCabe





**AMERICA'S  
WALKING CLUB**  
— ESTABLISHED 1976 —

American Volkssport Association

1001 Pat Booker Road, Suite 101  
Universal City, Texas 78148.4147  
210.659.2112 ▲ 210.659.1212 Fax  
▲ [www.ava.org](http://www.ava.org)

13. Next Meeting – Special Meeting – December or January to be announced. -- Electronic  
Next Regular meeting -- February 9, 2020 (Electronic)
14. Board Member Comments
15. Adjournment



## **BOARD CHAIR REPORT**

### **Board of Directors' Meeting November 10, 2021**

1. Talked with Steve Sandridge, Governance Committee chair, and discussed items to potentially come before the Governance Committee.
2. Appointed Chris Mellen to be chair of the Nominating Committee.
3. Chaired the Executive Committee meeting on September 8
4. Conferred with Erin Grosso and signed checks during Henry's illness.
5. Signed the Loan Forgiveness Application for the Paycheck Protection Program.
6. Had many discussions with Dr. Connell, chair of the Strategy Committee.
7. Received the resignations of Tom Alyea from the Strategy Committee and as SC Regional Director.
8. Received the resignation of Dr. Kathleen Connell, board member at large.
9. Asked for information on requirements to put on the IVV Olympiad from IVV officers, and received some information from Graham Fawcett, IVV Vice President, among others. We still don't have a contract with IVV
10. Welcomed Teresa Arnold as new SC RD and board member and assigned her to the Governance Committee
11. Called a large donor to the Big Give to thank the person.

**AMERICAN VOLKSSPORT ASSOCIATION  
OFFICER REPORT**

**FOR THE OFFICE OF** \_\_\_\_\_ Secretary \_\_\_\_\_

**FOR THE** \_\_\_\_\_ November 10, 2021 \_\_\_\_\_ **EXECUTIVE COUNCIL MEETING**

**FROM (Name):** \_\_\_\_\_ Cecilia Miner \_\_\_\_\_

**ACCOMPLISHMENTS:**

This has been a slow time, but minutes have gone out for review, and the roster has been updated.

**ACTIVITIES:**

None

**CONCERNS:**

None

**RECOMMENDATIONS:**

None

Attachment 3

***Please attach any additional material that is part of your report.***

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Submit AVA Officer Report to AVA Headquarters by Email

**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE** \_\_\_\_\_ National Programs Committee \_\_\_\_\_ **COMMITTEE**

**FOR THE** \_\_\_\_\_ 10 November 2021 \_\_\_\_\_ **EXECUTIVE COUNCIL MEETING**

**FROM (Name):** \_\_\_\_\_ Susan A. Medlin \_\_\_\_\_

**ACCOMPLISHMENTS:**

1. Online registration is open for the 18-20 February 2022 IML in San Antonio, Texas. We have a new start location and hotels. Due to the US Travel Ban on foreign countries, and American walkers planning for the 2023 IVV Olympiad, we expect less than 200 attendees this year.
  
2. As part of an IML Committee headed by the Swiss IML Delegate, I provided input on how to handle IML events in a time of pandemic or other disturbance. As the IML Delegate for the San Antonio IML, I voted to support a new IML in Marbella, Spain.
  
3. The 2023 IVV Olympiad Planning Committee is meeting monthly using ZOOM. I am attending more AVA events, with the Olympiad material on display.
  
4. Support Tim Miner and his North American Cup Program.

**ACTIVITIES:**

1. Continue working on the 2022 IML and the 2023 IVV Olympiad.
  
2. Attend the IML General Meeting in Norway in August 2022.
  
3. Attend the South Korean Olympiad in October 2022.

**CONCERNS:**

Until Pandemic Travel Restrictions end (hopefully this month) attendance at our international events will be down.

**RECOMMENDATIONS:**

***Please attach any additional material that is part of your report.***

[Print Form](#)[Reset Form](#)[Submit AVA Committee Report to AVA Headquarters by Email](#)

## STRATEGY COMMITTEE REPORT

OCT. 22, 2021

### PROLOGUE

The recently formed **STRATEGY COMMITTEE**, formally approved by **AVA Executive Committee** in September 2021 as a Standing Committee of the Board, is vetted with the oversight of **AVA's** strategy development in concert with the **AVA Executive Leadership Team and Board of Directors**. The five Board members of the **STRATEGY COMMITTEE** represent diverse professional backgrounds, geographic locations and educations.

This first **STRATEGY COMMITTEE BD. REPORT** and the associated **AVA SWOT Analysis** is presented with the unanimous support of its members:

- **CHAIR: DR. KATHLEEN CONNELL:** National At-Large Board Member
- **TOM ALYEA:** South Central RD
- **JEFF GIDDINGS:** Atlantic RD
- **KATHRYN KING:** Southeast RD
- **WAYNE KNAPP:** Northeast RD

**STRATEGY COMMITTEE MEMBERS** share:

- a commitment to building a forward-looking Board that has a better understanding of **AVA's** Value Proposition;
- a recognition of the current competitive pressures of other groups engaged in offering public programs and services to the walking public;
- an imperative to conduct a metric-based performance analysis of **AVA's Clubs, National Office and Board**;



- the commitment to review all major new national programs, services, partnerships and events to insure their alignment with **AVA's** strategic goals. The *New Initiative and Partnership Strategic Review* should be calendared **PRIOR** to the discussion and approval of **ALL** such new initiatives and approvals of contracts by the Executive Committee, Board of Directors or the Executive Director of **AVA** ( Strategy Committee Charter);
- and the advancement of alternative business models that may reset **AVA's** direction, secure its financial stability, increase the diversity of its outreach and potential multi-generational impact, and enhance the **AVA** Brand.

### STRATEGY COMMITTEE PROCESS

The **STRATEGY COMMITTEE** has convened through phone conferences on multiple occasions with individual members personally engaged in securing **AVA** budget, financial and membership trend data; reviewing **AVA's** grant and sponsorship application record; and researching potential **PILOT** program opportunities to partner with health care providers, Universities, foundations, churches and State/ local governments.

In creating a disciplined review of **AVA's** current standing in an increasingly competitive public walking environment, the **STRATEGY COMMITTEE** adopted a **SWOT Analysis**, a common business technique to objectively evaluate an organization's **STRENGTH**, **WEAKNESSES**, **OPPORTUNITIES** AND **THREATS**. This standard business review process establishes a set of facts that will be the foundation for **AVA BOARD** debate on potential alternative business models.

The **STRATEGY COMMITTEE's SWOT Analysis** is a 360-degree, well-documented review of **AVA** presented in an easily read table. The **SWOT** references **AVA** income and expense trends; program impact metrics; **AVA** National Office partnership and grant application record; Club membership and event trends;

potential new activities discussed as Bd. priorities; and Club, National Office and Board weighted contribution impacts.

### FUTURE STRATEGY COMMITTEE REPORTS

The **STRATEGY COMMITTEE** will continually refresh this **SWOT Analysis**. It welcomes additional verifiable data that will further enhance the Board's understanding of **AVA's BRAND: AMERICA'S WALKING CLUB** within the universe of organizations that provide services and products to the walking public.

The **STRATEGY COMMITTEE** respects the **CHAIR's** directive to submit this report by Oct. 22. The **STRATEGY COMMITTEE** is also sensitive to the financial fragility of **AVA** and the vital importance of advancing discussion on potential alternative business models.

The **STRATEGY COMMITTEE** will continue its intense schedule of Committee calls, prior to the Nov. 10 Board meeting, to further explore potential alternative business models. The **STRATEGY COMMITTEE** may update the Board at its Nov. 10 agenda presentation on such discussions.

It is the intention of the **STRATEGY COMMITTEE** to present a **2022 AVA STRATEGIC PLAN** at a forthcoming Board meeting, outlining a **PILOT** program that will identify potential new demographic targets, promote a partnership network, reference potential expansion of services, reinforce the role of local Clubs, identify new revenue opportunities and advance branding efforts.



# Strategy Committee Analysis: Oct 22, 2021

## Strengths

- Branding as “America’s Walking Club”
- Nationwide Club Network- 45 Yr. Event Planning Experience
- Proprietary Map Routes that are safe and interesting
- National Board with New Strategic Focus
- Olympiad 2023
- Low participation cost (\$3/walk and minimal equipment)

## Weaknesses

- Decreasing Financial Resources- “Big Give” Singular Fundraising Focus
- Declining Club Memberships and Aging Profile Members
- Failure To Create National Partnerships
- Negative Grant Application Response
- National Office Expenses Not Offset By Revenues
- Limited Membership Diversity
- Inadequate Online Presence: Vital to Multi-Generational Marketing
- Inadequate Information Systems
- Majority of clubs not interested in growing

## Opportunities

- Walking: America’s New Favorite Pastime
- Health Care Providers’ Support Walking as Prevention Measure
- Potential New Generation of Walkers: High School/College Students
- Leverage of 2023 Olympiad as Kickoff to AVA National Expansion
- AVA 2022 PILOT: Triangular Focus on Health, Walking, Service
- Alternative Business Models: AVA Board. Decision Spring 2022
- AVA Board Adoption TAP Metric: Transparency, Accountability, Performance
- Making national membership required

## Threats

- Multitude of Well-Resourced Walking Programs Compete AVA
- Independent Charity/Community Walks Option AVA Events
- National Office Unsuccessful Achieving 2022 Revenue Goals
- PILOT Program Incomplete Inauguration
- Olympiad AVA Revenues/ Related Partnerships Reduced 3rd Party Contract
- AVA Board Delays Adoption Alternative Business Model



**AMERICA'S  
WALKING CLUB**  
— ESTABLISHED 1976 —

American Volkssport Association

1008 South Alamo Street  
San Antonio, Texas 78210  
210.659.2112 ▲ 210.659.1212 Fax  
▲ [www.ava.org](http://www.ava.org)

November 3, 2021

### AVA Finance Committee Report on Auditor Engagement

Susan Pinneke, Bob Buzolich, and Ben McDonald were asked to serve on the AVA Finance Committee and accepted. We will have a Zoom meeting on Thursday, Nov 4 at 10:00 am CST to discuss plans for moving forward to secure a firm to audit AVA's financial statements. After the meeting, I plan to contact Armstrong, Vaughan & Associates, P.C. to ask questions of them and to discuss a possible engagement. Following that discussion, the Finance Committee will meet to review that conversation and plan out next steps (recommending this firm to the Board, review other potential firms, set a timeline for the audit). I anticipate that I can give a more detailed verbal report at the Board meeting on November 10.

Ed McCabe

Attachment 11



**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

**FOR THE** \_\_\_\_\_ Awards and Recognition \_\_\_\_\_ **COMMITTEE**

**FOR THE** \_\_\_\_\_ November 10, 2021 \_\_\_\_\_ **EXECUTIVE COUNCIL MEETING**

**FROM (Name):** \_\_\_\_\_ Carl Cordes, Chair \_\_\_\_\_

**ACCOMPLISHMENTS:**

Two new members joined the committee; Chris Mellen (NE Region) and Chris Begnoche (RM Region). Continuing members are Cecilia Miner (AT Region), Suzi Glass (PA Region) and Sam Korff (NW Region).

**ACTIVITIES:**

The committee prepared a revision of the Awards Committee Charter. The result is proposed for adoption in our recommendations.

**CONCERNS:**

A new timeline for 2023 National Award nominations will need to be considered if awards will be presented at the General membership meeting following the Olympiad, February 2023.

**RECOMMENDATIONS:**

The Awards and Recognition Committee moves that the proposed revised Awards Committee Charter, attached to this report, is approved by the Board.

*Please attach any additional material that is part of your report.*

Print Form

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Submit AVA Committee Report to AVA Headquarters by Email



**AMERICA'S  
WALKING CLUB**  
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## AWARDS AND RECOGNITION STANDING COMMITTEE CHARTER

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**Purpose of the Committee:** As a Standing Committee of the Board of Directors, the Awards and Recognition Committee is responsible for coordinating and completing procedures for the nomination and distribution of awards for clubs, individuals and organizations through the Board and CEO.

**Reports to:** Board of Directors

**Staff to the Committee:** CEO of the AVA.

**Committee membership and operations:** The chair is appointed by the AVA Board Chair. The Committee Chair solicits volunteers to serve on the committee. The committee ideally consists of 5-7 AVA club members from various regions of the country. Committee work is done in partnership using email and electronic meeting sessions, if needed, per Section 3 of the AVA Policy Manual, *Recognition Awards*. Depending on the award, committee recommendations are reviewed by the Board, the AVA Chair and/or IVV for approval. The committee does not usurp the authority of the Board and neither directs nor oversees any staff.

### **Scope of work for the Awards and Recognition Committee:**

1. Implement and/or revise as needed fill-in, online award nomination forms that can be saved, printed and emailed.
2. Coordinate with AVA HQ for placement of current award instructions and forms for download on the AVA website by clubs and individuals.
3. Advertise nomination timelines on the AVA website and in several issues of both *The Checkpoint*, and *The American Wanderer* for each award cycle.
4. Remind Volkssporters of the qualifications, procedures and timelines for national and regional awards from time to time in appropriate publications.
5. Committee reviews national nominations and collate the members' comments and recommendations for national award nominees.
6. Committee Chair or Board representative presents national award nominations and committee recommendations to the BOD at the January meeting prior to convention.
7. Facilitate preparation of the AVA Biennial Convention Recognition Awards Booklet with AVA HQ to include national and regional award recipients and other recognition lists.
8. Review AVA Awards Policy and recommend changes, as needed, to the Board of Directors for approval.
9. Provide guidance in the BOD Handbook or as requested on preparation and use of regional award certificates, pins, and patches.
10. The committee chair maintains a living spreadsheet file of all previous AVA award recipients including year(s) each award was received, cross referenced by region.

**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

FOR THE \_\_\_\_\_ 2023 Olympiad \_\_\_\_\_ COMMITTEE

FOR THE (Date): October 2021 EXECUTIVE COUNCIL MEETING

FROM : Holly Pelking, Co-Chair

**ACCOMPLISHMENTS:**

**IVV granted the 2023 Olympiad bid to AVA**

Canadian Volkssport Federation (CVF) agreed to come on board as a partner, giving us permission to use their logo in advertising. This will help with outreach in exchange for marketing.

**ACTIVITIES:**

**Established Committee Co-Chairs: Holly Pelking, Sue Medlin and Henry Rosales**

- Quickly established communications through Drop Box
- Logo design presented and voted on by committee and additional design changes made after Board review. Final logo established and being used for Save the Date cards, banners and all media.
- Presentation made at Madison Convention in June
- Online Registration form being developed ; URL dedicated to Olympiad being established
- Hotel and convention center venues being reviewed.
- San Antonio Sports being considered as a partner to help with vendors, venues and volunteers. Contract under review by Committee and AVA attorney.
- Olympiad banners being created.

**CONCERNS:**

- Revenue-Money from the trust fund will not be awarded until after the event. This means money to pay for expenses will have to come from registrations, loan, investments, etc.
- Messaging needs to be consistent around the country
- Confusion among walkers about merging IVV and IML events. We need to get the word out that IVV credit is administered during IML events. IML events are NOT duplication of the IVV events offered earlier in the week.



- Need for long term volunteers to help us now in areas such as Public Relations, administrative assistance to HQ, etc.

**RECOMMENDATIONS:**

A script needs to be written for all communication through RDs, deputy RD and other Board members. We all need to be certain we are not giving mixed messages to our members.



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# 2023 IVV OLYMPIAD AVA NATIONAL CAMPAIGN

Henry Rosales

November 10, 2021

Attachment 14-1

## Definition of Campaign

A campaign is a planned set of activities that people (AVA) carry out over a period of time, in order to achieve a set goal.

- **What is Our Goal?**
- A Successful 2023 IVV Olympiad!
  - Well Attended
  - Financially Profitable
  - Incident Free
  - National & International Exposure
  - Springboard to Growth Post Olympiad
  - Happy Customers!



## **ELEMENTS OF THIS CAMPAIGN MAY INCLUDE:**

- Creation of Special Programs that link major existing events to the Olympiad like the North American Walking Cup
- Integrate marketing efforts at the local, state, and national level to promote the Olympiad on all club websites, newsletters, and social media outlets
- Maximize speaking opportunities at AVA gatherings like state and regional conferences and social gatherings
- Engage clubs in the planning and outreach process and incentivize their participation
- Outreach efforts to International audience and IVV Delegates
- Heavy involvement of the AVA Board of Directors - #1 priority through March 2023!

# WHAT CAN I DO AS A BOARD MEMBER?

## \$4,796,311 IMPACT ON SAN ANTONIO!

- Outreach to my Region for input, support, and participation at the Olympiad
  - What can my Region do to create synergy and excitement leading into the Olympiad to drive up attendance from my Region?
  - How can my Region participate during the Olympiad?
  - What post Olympiad activities can my Region do?
- Lead or participate in one of the Olympiad's sub-committees
  - Research potential sponsors-shoe, beverage, insurance, clothing, and wellness companies.
  - Research National media and press outlets.
  - Research potential partners with similar interest like AARP, REI, Universities, tour companies, walking groups, etc.
  - Collect stories and photos from your region and post on Social media or send them to the AVA.
  - Research organizations in San Antonio that can support the Olympiad's Ambassador Program.
  - Attend pre-Olympiad special events, meetings and activities.

**If we want to the Olympiad to be successful it Must be the top priority of the AVA for the next 14 months!**

*"If you want to be big, you have to start behaving big"*

**AVA SPECIAL PROGRAMS COMMITTEE**  
**Annual Report to the Board of Directors**  
**October 2021**

Chair: Timothy Miner

The Special Programs Committee supports the CEO to recruit and implement nationally recognized, club-run special programs that inspire participation in AVA sanctioned, club events by establishing themes. The membership of the committee is made up of the administrators of the current special programs.

Special Programs:

Currently active Special Programs (with the last year) that are considered part of this committee:

**Airports (2022)**

**Border Crossings (2023)**

**Carousels (2021)**

**Great Lakes (2023)**

**Little Free Libraries (2021)**

**Clocks (2022)**

**Mayflower (2022)**

**Olympian (2020 but extended one more year)**

**Veterans (2028 due to the number of awards available)**

(Note: The following special programs are administered by a separate committee. They include the Appalachian Trails, 50 States, and 51 Capitals.)

Beginning in January 2022 the following special programs will begin:

**Town Halls/City Halls (2024)**

**Rails-to-Trails (2024)**

The committee is already getting interest from clubs with ideas to begin programs in 2024.

Accomplishments of the committee:

All future special programs will have a "partnering allied community" to assist with promotion of the program and AVA walking programs in general to new audiences that may also have an interest in the program's theme. For example, the Veterans program is working with veterans' organizations to promote walking to veterans. Rails-to-Trails will work with the R2T national organization. The City Hall program will seek support from the National Association of Cities.

Future Work and requests for assistance from the HQ and the Board:

The committee is asking the board of directors to establish its own "Special Program" built around the year 2023 with **BOTH** the IVV Olympiad / TTR in Texas and the General Meeting of the IML Leadership at the USFWF.

This special program will seek the partnership of the Canadian Volkssports Federation (CVF) which has already provided the chair of its own Special Programs Committee to work with our committee. The JOINT special program will be the:

#### **INTERNATIONAL NORTH AMERICAN WALKING CUP**

The program will run for a minimum of four years (2022 to 2025) and include the following events:

**TTR 2022, 2023, 2024, 2025**

**USFWF 2022, 2023, 2024, 2025**

**IVV Olympiad 2023**

**CVF Convention 2022 and 2024**

**AVA Convention 2023 and 2025**

There will be levels of the Cup at the bronze, silver and gold level based on the number of events attended. The awards will be made in public forum at the program's events, especially all national conventions. (NOTE: There may be one or two other significant events in Canada which will be added. Other USA events could be added as the board directs.)

Along with this program, the Board of Directors will explore joining the IVV-Americas and using the "North American" IVV program books which asks for walks in at least three countries – Australia is the third in the IVV-A right now. This is like the IVV European and Asian Cups.

A motion to the board of directors is submitted for consideration at the November quarterly meeting.

**Resolved:**

The Board of Directors will serve as the named "joint host" of the INTERNATIONAL NORTH AMERICAN WALKING CUP program with the Canadian Volkssport Federation leadership and will actively promote the program through participation and emphasis. Furthermore, the board directs that a committee be created to explore joining the IVV-Americas regional program and facilitate cross-border efforts and travel to promote walking and fitness to the citizens of both countries.



## American Volkssport Association

### Motion

**Title:** Creation of an INTERNATIONAL NORTH AMERICAN WALKING CUP challenge with the Canadian Volkssports Federation

**Motion:** We move that the Board approve that the Board of Directors will serve as the named "joint host" of the INTERNATIONAL NORTH AMERICAN WALKING CUP program with the Canadian Volkssport Federation leadership and will actively promote the program through participation and emphasis. The events that consist of the program will be those of "world-class" status in both countries including the IML events, the IVV Olympiad, the annual conventions of the AVA and CVF, and any other multi-day events agreed upon by the board and the CVF. The special program begins in 2022 and will last until the end of 2025.

**Summary of Proposed Action:** This motion creates the first cross-border special program with the CVF which highlights the international walking opportunities on the continent during the four-year activity. These events including the IVV Olympiad in Texas and the meeting of the IML leadership in Virginia, both in 2023. The program provides vision of future continental programs and influence in walking using this international partnership. There will be three levels to the CUP with bronze, silver and gold awards.

**Submitted By:** Programs Committee

**Seconded by:** Committee action/no second required

**Name of person submitting proposed amendment:** Programs Committee

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**Board Action - Passed**

**American Volkssport Association**

**Motion**

**Title:** Creation of A Committee To Explore AVA Joining the IVV-Americas Regional Partnership

**Motion:** We move that the Board approve that a committee be created to explore joining the IVV-Americas regional program, and to facilitate cross-border efforts and travel to promote walking and fitness to the citizens of both countries. The board will allow the Programs chair of the CVF to serve as a standing member of the AVA's Program Committee and will allow a representative from that AVA committee to serve on any allied CVF committee.

**Summary of Proposed Action:** This motion begins the process of the AVA: America's Walking Club joining the IVV regional partnership on the North American continent. It creates an opportunity to cross-pollinate ideas for both the AVA and CVF that bring walking programs across the border to promote good will, increased participation, and extended influence.

**Submitted By:** Programs Committee

**Seconded by:** Committee action/no second required

**Name of person submitting proposed amendment:** Programs Committee

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**Board Action - Passed**

# AVA IT Committee Report- 10/22/2021 mcg

## Accomplishments (Since the 2021 Convention)

### 1. New Add Traditional Event to my Calendar feature (Jeff G.)

- a. Currently implemented in the Find A..., Traditional Event list as an **Add** button
- b. Support for adding TE information as a calendar entry to a personal Microsoft (Outlook/Office 365) or Google calendar.
- c. Support for creating a calendar ICS file that can be imported into other types of on-line calendars.
- d. Expect to include this feature on the event-view page in the future.

### 2. New "Fests" feature for multi-day events on my.ava.org (Jeff G.)

- a. Provides a chronological listing of upcoming fests.
- b. Includes a **Details** button for each fest that lists all events associated with the fest, the fest contact information, brochure, etc.
- c. Currently maintained by Darrell Neilly. (Old multi-day event table used to be maintained by Hector).

### 3. New my.ava.org Event Sanctioning Billing Process (Mike G.)

- a. The old process required an AVA Staff member, Marian, to run an MS Access legacy ESR Sanctioning Report and save it to an Excel file, then run custom MS Power Shell Script to use this file to create a text report and Quicken import files. Then, use the legacy ESR to mark all processed events as billed after the billing data is imported to Quicken.
- b. The new process requires Marian to use the my.ava.org manager interface to bring up the financial billing page to directly create the sanctioning billing text report and Quicken import files with a single button click. Once the billing data is imported to Quicken, the same page provides an interface to mark all event processed as billed.

### 4. Improvements to my.ava.org Event View page (Chris Z.)

- a. **D'Load long format PDF** - Button to Download "Long Format" of Event information as a PDF
- b. **D'Load Info PDF** - Button to Download 2-page, brochure format of Event information as a PDF
  - i. Once Club has uploaded an Event brochure PDF of any kind this button is no longer shown
  - ii. Clubs not wanting this button to appear for their events should contact Chris Zeglin
- c. **Share Link** feature
  - i. Clicking on displayed event-view web link string (for example: <https://my.ava.org/event-view.php?sn=116188>) copies link to view event to system cut & paste clipboard.
  - ii. This feature simplifies sending event information to via a web link in an email, calendar or sharing an event on social media.
  - iii. This encourages clubs to use event web links on their webpages.
- d. A new subsection, "**Maps phrase and directions link**" containing a **Go** button.
  - i. This subsection only appears for PSB and OSB/PSB events, if the club has entered a GPS friendly phrase for the **Event Location** of the event via the my.ava.org club interface "Location" tab.
  - ii. Clicking on the **Go** button takes the user to a Google maps page that shows the Event location and is ready to display the "best" route to the event location from an entered location.

## 5. New Streamlined Co-Insurance Request Processing (Mike G.)

- a. The old process required AVA Staff member to run an MS Access report (containing new insurance requests entered by clubs for specific events) once per week creating a PDF file. This PDF would be attached to an email and sent to the Insurance Co.
- b. The new process requires NO action by AVA Staff. Instead,
  - i. A new my.ava.org "CRON" task has been developed to automatically check for new club insurance requests on Monday, Wednesday, and Friday, then create a uniquely named html report file, containing the required insurance information, that is saved on the my.ava.org system.
  - ii. The CRON task then sends an email to the Insurance Co with a link to the saved html report.
  - iii. No email is sent when there are no outstanding insurance requests.
  - iv. At this time, the CRON task accesses legacy ESR system database for insurance request data.

## Activities and Plans

1. **Development of Creation and Editing of Events on my.ava.org is well underway.**
  - a. Includes features to copy an old event from a previous year or years past (that has not been otherwise renewed) including both YRE/SEs and TEs.
  - b. Integrates legacy event data fields with my.ava.org event features into a single more logical user interface.
  - c. Plan to deploy in February 2022.
2. **Develop Club Interface for Insurance requests on my.ava.org**
3. **Develop Club Interface for TE participation on my.ava.org**
4. **Develop AVA HQ Staff interface for TE participation Billing reports on my.ava.org including support of creation of Quicken import files (similar to what was done for Event Sanctioning Billing).**

## Concerns

**The current insurance supplier, Frazier Insurance, is NOT processing any Insurance requests for 2022 events while awaiting the 2022 contract agreement and payment.**

Currently eleven 2022 events are on hold of which seven have a start date of 1/1/2022.

The new CRON task is currently blocks the inclusion of 2022 events in request reports.

It is simple matter to unblock these requests once an Insurance agreement/payment is in place.

## Recommendations

**The Insurance agreement/payment needs to be in place by end of November 2022. This deadline is especially critical should a new Insurance supplier be chosen (not Frazier) to allow adequate time to make any changes to Insurance request reports that might be required by the new supplier.**

**Perhaps the new event-view, calendar add, and fest features should be presented at one of the AVA Monthly Zoom meetings.**



## Publicity Committee Board Report

### Accomplishments:

The Publicity Committee meets monthly to support publicity, marketing, and outreach efforts of the AVA. Accomplishments of the Committee for this Quarter include: Coordination and hosting of a publicity workshop at the 2021 Convention; Set-up and hosted the Publicity Contest display at the 2021 Convention; Served as AVA Ambassadors to welcome VIP's and the media at the 2021 Convention; Judging of the Convention Publicity Contest and Starting Point Photo Contest; Creation and Review of Big Give outreach materials and posts for social media; Review and final editing of the script for a Olympiad marketing video; Provided input and recommendations on the Olympiad Logo; Provided input and recommendations on the Olympiad banner; Supported the production of ABC27's GOOD DAY PA- Vibrant Living feature of the AVA by providing pictures and video footage; Participated in the ITB Asia virtual trade show to market the 2023 Olympiad.

### Activities:

The Publicity Committee currently manages social media, in the absence of the former employee who was responsible for this. A member of this committee also posts a regular blog on GroupWorks and Facebook. This committee also submits marketing articles to the TAW and Checkpoint. The committee has also selected a representative to serve on the Olympiad Committee, so communication and marketing efforts are better coordinated. The priority of the committee will be to support the 2023 Olympiad Committee with all publicity, marketing and outreach efforts for the Olympiad.

### Concerns:

Like most volunteer committees, members of the committee have limited time due to work and family responsibilities. With the absence of an AVA employee who supported marketing and outreach 1/3 of her time, it has become more challenging for the committee to address all the marketing needs of the AVA. Although committee members have limited time and are contributing whatever time they can, I am grateful for the time they do commit to the AVA

### Recommendations:

This Publicity Committee recognizes the need for support with professional marketing services and recommends the hiring of a marketing consultant or employee to support the growing marketing needs of the AVA.



**AMERICAN VOLKSSPORT ASSOCIATION  
COMMITTEE REPORT**

FOR THE AVA App COMMITTEE

FOR THE AVA Board Meeting EXECUTIVE COUNCIL MEETING

FROM (Name): Ben McDonald

**ACCOMPLISHMENTS:**

Application functionality discovery

Application Trials

Discussions on what are needed features

Discovery of current Applications on the market with wanted features

**ACTIVITIES:**

**CONCERNS:**

None

**RECOMMENDATIONS:**

None

***Please attach any additional material that is part of your report.***

Print Form

Reset Form

Submit AVA Committee Report to AVA Headquarters by Email

# AMERICAN VOLKSSPORT ASSOCIATION COMMITTEE REPORT

FOR THE AVA Convention COMMITTEE

FOR THE November 2021 EXECUTIVE COUNCIL/BOARD MEETING

FROM (Name): Jerry Wilson, Chair

## ACCOMPLISHMENTS:

- Held a successful AVA Biennial Convention in Madison WI June 29 - July 2, along with pre-convention and post-convention events June 26-29, and on July 3.
  - Battled through many Covid-19 virus related effects too numerous to list. In this Committee's January 2021 report to the Board it appeared the 2021 convention would be a no-go requiring AVA to somehow hold a delegates meeting to comply with by-law requirements.
  - Results of a Spring AVA Survey Monkey indicated that respondents wanted to hold a 2021 AVA Biennial Convention on the dates originally planned by the slimmest of margins. Additionally, respondents were 50% for and 50% against delaying the convention to August 2021. Questions posed to the AVA Board included whether the Convention should be held even if not financially successful. A Spring 2021 Board vote determined we were to hold the 2021 AVA Biennial Convention as originally scheduled, based partially on loosening virus precautions in Dane County, WI, and the results of contacts around the country that people wanted a convention, in an effort to return to "normal" and reunite with fellow walkers.
  - We had a great bunch of volunteers that made allowances and changes where necessary to carry forward and in some cases revive convention plans. The 2021 AVA Biennial Convention had many pieces that looked as we envisioned them two years earlier. But it also had just as many revised/replacement pieces. A few pieces, minor and major, had to be dropped.
- Wrapping up 2021 Convention reporting is almost complete. An AVA Convention Report detailing counts of attendees, etc. will be presented at the November Board Meeting. Also included will be the detail on dollars spent, collected and the final profit amount.

## NEXT STEPS: FINALIZING THE 2021 AVA BIENNIAL CONVENTION REPORT

- Prepare a summary executive report of the 2021 AVA Biennial Convention. Combining numbers finalized by the National Office, and summary statements on various components.
- Prepare a detailed report of the 2021 AVA Biennial Convention for use by future AVA Convention Committees and National Office, including a list of best practices which may apply to future national conventions as logistics allow.
- Prepare and submit to the National Office a plan to request RFPs for the next national convention. At this time we believe that proposals need to be requested in 2022 for consideration as part of the 2023 delegates meeting, if that practice is to continue. To do this a decision will be needed soon as to whether a full AVA Biennial Convention will be held in 2024 or 2025. (Does AVA stay on the odd-year convention schedule, or change to even numbered years to avoid conflicts with future IVV Olympiad years?)

## Closing:

- I wish to thank the Convention Committee; the Board; local volunteers; nation-wide volunteers; lead volunteers; the Madison Sports Commission; management and staff of Monona Terrace Convention Center, and Madison Concourse Hotel; and mostly the convention attendees.

Committee Members: Tom Baltes, Sammy Hunnicutt, Doug Wiest, Terry Wendt and Jerry Wilson

Jerry Wilson, Chair, AVA Convention Committee